Washtenaw County Sheriff’s Office

Community Education Series

Sheriff Jerry L. Clayton
Our Mission Statement:
“Create Public Safety, Provide Quality Service, Build Strong and Sustainable Communities”
Core Strategies

- Providing Community Leadership
- Building Partnerships & Collaborations
- Focusing on Service Excellence
- Providing Internal Direction & Accountability

“Provide efficient, cost effective, quality service”
“Treat all residents equally with respect and fairness”

“A people first approach.”
Core Values

- Ethical Integrity
- Accountability
- Openness & Engagement
- Financial Integrity
- Professional Competence

“If it isn’t true, don’t say it.”
“If it isn’t the right thing to do, don’t do it.”

“Be good stewards of the taxpayer dollar.”
An Overview

- WCSO is a constitutionally elected “Office”; directly accountable to the people we serve.

- Approximately 420 staff and $50 million dollar budget.

- Serves a population of over 350,000 within 720 sq. mile urban & rural geographic area

- Police Services Division
- Corrections Division
- Emergency Services Division
- Community Engagement Division
Police Services: “Total” Policing

- Smart, cost-effective, service based police service delivery.
- Prevention and “root cause” “Problem Orientated Policing” (POP), focus on supporting our youth.
- Quality of life as well as safety
- Community engagement foundation
- Partnering with businesses, human service organizations, the faith community, etc.
- Collaborating with governmental entities and other law enforcement agencies
- “Law enforcement cannot do it alone. An engaged community is our best partner.”
In 2015 76% of WCSO handled crimes were property crimes and 24% were violent crimes. Property crimes tend to occur more often in our highly populated areas: subdivisions, apartment complexes, etc. (Retail fraud is not included in property crime)
Community Corrections usage was up again this year: 2,319 total program referrals & 21,500 drug tests. Overall success rate of 85.2% for all programs combined.

Most common crimes in jail: non-aggravated assault (typically DV) alcohol and drug offenses, Driving and traffic (typically DWLS)

Arrests and Average Daily Population (ADP) decline as Community Corrections utilization increases.

Community Corrections usage was up again this year: 2,319 total program referrals & 21,500 drug tests. Overall success rate of 85.2% for all programs combined.
Support Services

Business Office

Strong fiscal stewards: WCSO has been under budget & returned budget dollars to the county general fund every year since we took office in January of 2009

Human Resource Unit

Includes: recruiting, hiring, payroll, benefits, service desk operations...

Training Unit

Exceed mandated training requirements
Provide training and professional development consistent with our mission
Emergency Services

- Comprehensive Emergency Management
- Homeland Security grant program
- Washtenaw Metro Dispatch
- Countywide 9-1-1 system
- Emergency Medical Services
- HazMat Team
- Critical Incident Stress program
Community Engagement

Building Partnerships

Building Trust

Telling Our Story

Building Community

Community Events
BECOMING A DEPUTY SHERIFF
Our approach to recruitment and hiring
Becoming a Public Safety Professional is very different than obtaining most jobs in the United States. Candidates must be carefully screened to determine if they possess the necessary attributes for this challenging career.
Employment standards for Michigan law enforcement officers

Licensing as a Law Enforcement Officer in Michigan must be approved through the Michigan Commission of Law Enforcement Standards (MCOLES)

MCOLES establishes minimum standards and local Law Enforcement agencies may set higher standards
# Standards

## MCOLES & W.C.S.O.

<table>
<thead>
<tr>
<th><strong>MCOLES</strong></th>
<th><strong>WASHTENAW COUNTY SHERIFF’S OFFICE</strong></th>
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<tbody>
<tr>
<td>Not less than 18 years</td>
<td>Must be 21 years of age</td>
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<tr>
<td>U.S. Citizenship</td>
<td>U.S. Citizenship</td>
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<tr>
<td>High school diploma or GED</td>
<td>Minimum of 60 hours of credit from an accredited college or university; or (2) years of continuous law enforcement experience; or (2) years of active military duty</td>
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<tr>
<td>No felony convictions</td>
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<tr>
<td>Possess a valid Michigan Driver’s License</td>
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<tr>
<td>MCOLES certified or certifiable</td>
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<tr>
<td>Successful completion of the EMPCO Test with minimum of 75%</td>
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Acceptance into an MCOLES approved academy

- Meet MCOLES Standards
- Possess good moral character as determined through a comprehensive background investigation
- Free from any physical defects, chronic diseases, or mental and emotional instabilities
- Possess 20/20 corrected vision and normal color vision
- Successfully pass the MCOLES Reading & Writing examination
- Successfully pass a physical examination
- Successfully pass an oral interview
- Successfully pass a hearing test
- Successfully pass a drug test
- Successfully pass the MCOLES Physical Fitness examination
  - Vertical jump
  - Sit-ups
  - Push-ups
  - ½ Mile Shuttle Run
NEW RECRUITS
MCOLES training curriculum
594 hours / 17 - 20 weeks academy / $6,750.00 Cost

- **Investigation – 115 hours**
  - Introduction to Investigation
  - Criminal Law
  - Criminal Procedure
  - Investigation
  - Court Functions & Civil Law
  - Crime Scene Process
  - Special Investigations
  - Domestic Violence

- **Patrol Procedures – 65 hours**
  - Patrol Operations
  - Ethics In Policing & Interpersonal Relations
  - Patrol Techniques
  - Report Writing
  - Juveniles
MCOLES training curriculum
594 hours / 17 - 20 weeks academy / $6,750.00 Cost

- Detention & Prosecution – 15 hours
  - Receiving & Booking Process
  - Case Prosecution
  - Civil Process

- Police Skills – 265 hours
  - First Aid
  - Firearms
  - Police Physical Skills
  - Emergency Vehicle Operation
  - Fitness & Wellness
MCOLES training curriculum
594 hours / 17 - 20 weeks academy / $6,750.00 COST

- Traffic – 70 hours
  - Motor Vehicle Law
  - Vehicle Stops
  - Traffic Control & Enforcement
  - Operating While Intoxicated
  - Motor Vehicle Traffic Crash Investigation

- Special Operations – 33 hours
  - Emergency Preparedness / Disaster Control
  - Civil Disorders
  - Tactical Operations
  - Environment Crimes
  - Terrorism Awareness

- Administrative Time – 31 hours
  - Academy & MCOLES Testing and Licensing
POLICE ACADEMY GRADUATION
JOB Searching
WCSO Hiring Process

- Applicant is MCOLES certified and / or certifiable
- Applicant successfully passed the State EMPCO Reading & Writing Test with a 75% or greater
- Applicant submits County Application
- Applicant successfully passes LEIN check
- Applicant successfully passes a Competency-Based Questionnaire testing the applicants proficiency in the following areas:
  - Initiative, Flexibility & Multi-tasking, Judgment, Emotional Intelligence, Analytic Problem Solving, Impact & Influence, and Information Seeking
Applicant completes following documents:
- Credit Report
- Authorization & Release
- Personal Understanding Statement
- 31–page Personal History Statement

Applicant successfully passes the review of the above documents.

Applicant successfully passes the Competency-Based Oral Interview.

Applicant successfully passes the Senior Management Interview w/Commander.
WCSO Hiring Process

- Applicant successfully passes the Background Investigation
- Applicant is offered a Conditional Job Offer
- Applicant is Fingerprinted
- Applicant successfully passes a Medical Examination
- Applicant successfully passes a 3 - 5 hour Psychological Evaluation
WCSO Hiring Process

- Applicant successfully passes Firearms Qualifications
- Applicant is offered a Final Job
- Applicant is sworn in as a Deputy Sheriff
Deputy Sheriff PTO Program

- The program introduces newly-assigned deputies to agency policies, procedures and practices.

- Formal process of journaling daily experiences and evaluating performance.

- PTO employs a “problem-solving”, “root-cause” identification and solution development approach to police services recruit training.

- Deputies are required to meet specific performance standards before being moved into solo patrol.
Deputy Sheriff PTO Program

- **Training objectives:**
  - To provide *standardized training* to all new recruit deputies.
  - To provide clear *standards for evaluation*, giving all trainees every reasonable *opportunity to succeed*.
  - To *produce competent deputies* capable of working a solo patrol assignment in a safe, skillful, productive, and professional manner.
  - To enhance overall agency the *professionalism, performance standards* and *service delivery*. 
Newly hired Deputy Sheriffs are placed on probation for one year.

No civil service protections that are provided to permanent Washtenaw County Sheriff’s Office employees.

Performance/conduct that does not meet standards is grounds for release “at will” without recourse.

Prior to entering the probationary period, deputies have received approximately 1,234 hours or 30 weeks of basic training.
Initial Deputy Sheriff Training Topics

- Procedural Justice
- Managing Mental Health Crisis
- Verbal De-Escalation
- Cultural Competence
- Implicit Bias
- Tactical Decision Making
- Defensive Tactics
- Professional Standards
- County Geography
- Firearms Qualification / Policy / Case Law
- TASER
- Aerosol Restraint Response
- Speed Measurement
- Data Master (DMT)
- Naloxone
- Providing Quality Service to Persons with Physical Disabilities
- Introduction to Washtenaw County Sheriff’s Office
- Introduction to Courts
- First Aid / CPR / AED
- Building Searches
Command rank carries significantly higher responsibilities.

Directing operational functions and providing leadership to staff.

Communicate and reinforce performance standards.

Support, Evaluate, coach and hold accountable.

Success in a front-line position does not assure success as a command officer.

Minimum three (3) years of continuous service in the Division.
I. Submit Letter of Interest

II. Sergeant Promotional Process Coaching Workshop (Not Mandatory)

III. Written Test (47.5%)– multiple choice questions; generated from selected studying material

IV. Oral Board (47.5%)– Competency–based questions

V. Seniority (5%)– Based upon years of service

Candidates scoring 70% or greater will move forward to the Assessment Center. The Assessment Center consists of three (3) additional processes and is worth 300 points.
PROMOTIONAL PROCESS FOR CORRECTIONS AND POLICE SERVICES SERGEANT ASSESSMENT CENTER

I. Written Assignment (100%)
   a. Compose essay on topic selected by the Administration

II. Oral Board (100%)
   a. In Basket (day in the life—prioritize and act)
   b. Discuss and Defend written assignment

III. Role Play (100%)
   a. Role play scenarios encompassing topics such as: personnel issues, policy knowledge, motivation, decision making, etc.

Final eligibility list is based on the results of the Assessment Center. The list remains in effect for 18 months.
Corrections and Police Services Lieutenant have both operational and administrative responsibilities.

Lieutenants work under the administrative direction of their respective Commanders.

Lieutenants must be able to supervise and delegate responsibilities to front-line command (sgt’s) and communicating/interact with Executive Team members.

The minimum service requirement: at least four (4) years corrections or police experience including one (1) year in a command position.
PROMOTIONAL PROCESS FOR CORRECTIONS OR POLICE SERVICES LIEUTENANT

I. Submit Letter of Interest

II. Lieutenant Promotional Process Coaching Workshop (Not Mandatory)

III. Written Test (47.5%)– multiple choice questions; generated from selected studying material

IV. Oral Board (47.5%)– Competency–based questions

V. Seniority (5%)– Based upon years of service

Candidates scoring 70% or greater will move forward to the Assessment Center. The Assessment Center consists of three (3) additional processes and is worth 300 points.
PROMOTIONAL PROCESS FOR CORRECTIONS LIEUTENANT OR POLICE LIEUTENANT

I. Written Assignment (100%)
   a. Compose essay on topic selected by the Administration

II. Oral Board (100%)
   a. In Basket
   b. Discuss and Defend written assignment
   c. Competency-based questions

III. Role Play (100%)
   a. Role play scenarios encompassing topics such as: personnel issues, policy knowledge, motivation, decision making, etc.

Final Promotional list is based on the results of the Assessment Center results remain in effect for 12 months.
2016 Core Competencies – Sergeant

- Initiative
- Judgment
- Mental Toughness
- Developing Others
- Impact & Influence
- Emotional Intelligence
- Developing Relationships
- Organizational Perspective
2016 Core Competencies – lieutenant

Initiative
Mental Toughness
Communication
(Impact & Influence)
(Relationship Building)
Decision Making
(Judgment)
(Analytic Thinking)
Organizational Perspective
Post Academy Police recruit training at the Washtenaw County Sheriff's Office
Traditionally recruits skills are measured against a set of performance guidelines
  ◦ Field Training Officer (San Jose Model)

New philosophy is a problem based learning strategy
  ◦ Police Training Officer (Reno Model)
Where did PTO come from?

- US Department of Justice (USDOJ)
- Police Executive Research Forum (PERF)
- USDOJ Community Oriented Policing Services Office
  - Actual development based on recommendations
  - Pilots: Reno, NV / Savanna, GA / Richmond, CA / Lowell, MA / Colorado Springs, CO / Charlotte NC
Training officers in a problem solving process that targets root causes (SARA)

Scan
Analyze
Response
Assess

VS

Traditional incident based response;
Based on “reaction” focused on symptoms
PTO Cadre

Unit consists of 17 Police Services Personnel under the direction of Cmdr. Marlene Radzik

2 Lieutenants
2 Sergeants
13 Police Training Officers

Over 250 years of Police Service experience
Demonstrated commitment to the Sheriff’s Office Mission of

Creating public safety, providing quality service, building strong and sustainable communities.

Must be “asked” to join PTO Cadre
April 2012
Reno Police Department PTO Cadre brought to WCSO
Trained Supervisors and initial Training Officers in PTO methodology

All new PTO candidates are sent to the University of Kentucky for a 40 hour training session
The PTO Process

5 Phases and 2 evaluations

- Integration (Observation only) 5 Working days
- Phase A 15 Working days
- Phase B 15 Working days
- Midterm Evaluation 5 Working days
- Phase C 15 Working days
- Phase D 15 Working days
- Final Evaluation 5 Working days

5 Observation days / 65 Training days / 10 Evaluation days
Trainee Centered / Adult learning
Daily training EXPERIENCE

- Answer Calls for Service
- Patrol assigned areas
- Engage the community
- Trainees use those experiences to solve various problems assigned by the trainer (Problem Based Learning Exercises)
  - Critical thinking skills are foundational
  - Community Partnerships are essential
Problem Based Learning

- Real life, challenging situations with no easy solution.
- Solution is not delivered by the trainer
  - Trainee is encouraged to ask questions, hypothesize, research and solve.

Substantive topics are still taught and evaluated (Report writing, policy, procedure, safety, resourcing for non-enforcement situations, court testimony, etc...
Core Competencies

- Skills, knowledge and abilities that are required of deputies in most situations.
  - Initiative, Flexibility & Multi-tasking, Judgment, Emotional Intelligence, Analytic Problem Solving, Impact & Influence, and Information Seeking

- These competencies are trained to and evaluated throughout the entire PTO process.
Phase areas of focus

- **Phase A:** Non-Emergency Incident Response
- **Phase B:** Emergency Incident Response
- **Phase C:** Patrol Activities
- **Phase D:** Criminal Investigation
Journaling

**Purpose**— Once proficiency is observed, no longer required to document that competency unless coaching is needed.

**Activity**— Recruit recaps experiences during shift daily

- PTO reviews recruit journal and responds at the bottom of the entry with additional coaching and/or commentary.
- PTO and recruit review journal entries daily / focus on coaching and teaching as opposed to evaluation.
Weekly Coaching & Training Reports

CTR’s are the weekly evaluation of recruit’s overall performance by the PTO

Focus
Phase area
Evaluation
Core competency
Technical Proficiency
Neighborhood Portfolio Exercise

Assigned at the start of training and extends to 6 weeks into solo patrol

- Recruit must:
  - Identify a community problem or condition
    - Research the problem and develop an understanding of geographical, social and cultural conditions that exist surrounding that identified problem
    - Develop a solution to that problem
  - Present project to the Board of Evaluators
    - Be prepared to answer questions and challenges to solution
    - Execute solution back in the field– report outcome to supervisor
Strength’s and Successes

- Promotes independent thinking and problem solving skills.
- Promotes community partnership from day one.
- New deputies are better trained to handle this complex profession.
- PTO’s focus on coaching in a positive, constructive manner instead of constant corrective behavior.
- Community based.
- Encourages open mindedness and creativity to address root causes.
- Empowerment and confidence instilled in deputy
29 recruit deputies have participated in the program

27 successfully completed the program and are working in your community today

The PTO program has been adopted by the Washtenaw County Sheriff’s Office in pursuit of our mission to

**Create public safety, provide quality service, build strong and sustainable communities.**